BC Games Society

2016/17 – 2018/19
SERVICE PLAN

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Accountability Statement

Board Chair Accountability Statement

The 2016/17 - 2018/19 BC Games Society service plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of January 25, 2016 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles and BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment, and past performance.

Byron McCorkell
Board Chair, BC Games Society

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Strategic Direction and Context

Strategic Direction

Established in 1977 by the BC Government under the *Societies Act*, the BC Games Society (the "Society") oversees the BC Winter and BC Summer Games and prepares Team BC for national multi-sport games. These games provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event. In accordance with the 2016/2017 Mandate Letter, the BC Games Society (the Society) will provide guidance and expertise to host societies to help them organize and deliver the Abbotsford 2016 BC Summer Games and the Coquitlam 2016 55+ BC Games; and will help the Penticton 2016 BC Winter Games host society wind down its operations. While those events will be a priority for this fiscal year, staff will also be engaged in preparing for the Kamloops 2018 BC Winter Games, 2018 Cowichan Valley BC Summer Games and Vernon 2017 55+ BC Games. Planning related to Team BC's[1] preparedness for the Winnipeg 2017 Canada Summer Games will begin to heighten during this period as well.

The Taxpayer Accountability Principles (TAP) continues to be a lens by which the Society conducts business. Its evaluation plan,[2] created with the Ministry of Community, Sport and Cultural Development, focuses attention on specific actions and results to ensure the Society is delivering a "value for money" service.

Operating Environment

The BC Games Society continues to operate at maximum staff capacity, recognizing that each BC Games delivered are akin to starting up a new company each time. The Society's success is due to its committed, knowledgeable staff of ten and to the use of a transfer of knowledge regime which is the benchmark for multi-sport games success in Canada.[3]

The Society has taken a leadership role in the creation of a new partnership agreement[4] with the 55+ BC Games whereby timelines and outcomes will form the basis of a renewed partnership. Along with the BC Seniors Games Society's strategic plan, this agreement will identify gaps to be filled, better align service deliverables with available resources, and help assist host communities in the preparation of their games, while building more opportunities for the 55+ BC Games to prosper within the B.C. sport system.

The Society's role with Team BC has been one of great opportunity and discovery. Through bringing BC Games processes, resources (e.g. technology, administration and staff expertise) and partnerships to the Team BC program, significant economies of scale have resulted, and more are anticipated now that one planning cycle has been completed.

[1] Athletes, coaches and Mission staff which represent B.C. at Canada Games
[2] place hyperlink to TAP evaluation plan
[3] Based on input from other provincial and national games organizers.
[4] Negotiated agreement expected by March 2016.

Performance Plan

Goals, Strategies, Measures and Targets

The BC Games Society's core business defines its service plan goals. Focusing investments on the BC Winter Games, the BC Summer Games and Team BC ensures that the Society will honour the results of the recently-concluded "Core Review," and maintain focus on ensuring quality experiences for both participant and volunteer, while maximizing government's investment.

Intrinsic to the BC Games Society's core business is a commitment to further both the sport system and government's goals and objectives, particularly with respect to healthy living, sport, the *BC Jobs Plan* and economic and community development. Through partnerships with provincial sport organizations, disability sport organizations and the Aboriginal Sports, Recreation and Physical Activity Partners Council of BC to promote BC Games and zone competitions, BC Games contribute to increased sport participation, particularly for those populations typically under-represented in sport (e.g. persons with a disability, Aboriginal and multicultural populations and seniors). These partnerships aid the Society in supporting the Ministry's *Sport Strategy* and Event Hosting Program. The development and implementation of coaching and officials' standards for BC Games' and Team BC's competitions also helps raise the level of competence and quality of coaching and technical support in communities throughout B.C. As well, BC Games Society continues to promote the Canadian Sport for Life model by aligning the games with the model's Learn to Train / Train to Train stage of athlete development, thereby helping B.C. athletes and coaches move from one level of competition to another. This is measured by tracking the progression of BC Games alumni onto provincial and national teams.

Multi-sport events enhance community development and bring economic spin-offs (e.g. increased tourist spending, product and service supply opportunities to local businesses) to the host communities. These events provide training and leadership opportunities to volunteers which enhance the community's capacity to host and bid for future major events. As well, BC Games leave significant economic legacies such as important job skills (e.g. administration, event organization and team work skills) for those involved in planning and delivering these community events.

These legacies support government's commitment to fiscal responsibility, job creation and a strong economy, and *Accessibility 2024*, government's ten-year action plan to improve accessibility for people with disabilities. BC Games also provide opportunities for increased participation and accessibility for athletes with a disability, equipment and facilities upgrades, and economic development realized through legacy funds.

Goal 1: Effective Management of BC Winter Games, BC Summer Games and Team BC

In partnership with the Abbotsford 2016 BC Summer Games Society, the Kamloops 2018 BC Winter Games Society and the Cowichan Valley 2018 BC Summer Games Society, the Society will plan, prepare for and deliver quality multi-sport events for the benefit of participants, volunteers, partners and host communities. Through a revised contractual agreement with the BC Seniors Games Society, the Society will also provide effective event management services to 55+ BC Games host societies for the 2016 Coquitlam, 2017 Vernon and 2018 Cranbook/Kimberley 55+ BC Games.

The Society will continue to oversee Team BC operations in a cost-effective and efficient manner, in accordance with Taxpayer Accountability Principles. Effective and efficient operations also contribute to Team BC's success at the Canada Games and put B.C. athletes and coaches on paths to higher levels of competition.

Strategies

- Provide concise written and online materials to support the volunteers in delivering quality BC Games. While no specific performance measures are included for staff support, the effectiveness and use of these materials are enhanced by event managers' ongoing review of materials, and the mentorship they provide to key volunteers in host communities.
- Develop and implement standards and policies (e.g. coaching and official certification level requirements, core sport selection criteria and athlete selection criteria). This will not only raise the standard of event delivery, but also build these resources in communities that send teams to the BC Games.
- Provide provincial sport organizations'[5] athletes with opportunities to train for and compete in a multi-sport event. This helps in athletes' long-term development as such participation often leads to making the provincial team (Team BC) that competes at multi-sport competitions such as the Canada Summer Games and the Canada Winter Games. BC Games alumni make up a significant percentage of teams competing at national and international competitions. It also contributes to the Society's mandate to provide opportunities for athlete development through multisport events.
- Provide guidelines and event management expertise to help ensure financial legacies for BC Summer and BC Winter Games.
- Identify support and cost savings for the Team BC program through existing BC Games Society processes, policies and partnerships.

Performance Measure 1: BC Games' resources meets the needs of volunteers

Performance Measure	2014/15 Actual (2014 BC Summer Games)	2015/16 Forecast (2016 BC Winter Games)	2016/17 Target (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)
Volunteer satisfaction with online resource materials	90% satisfaction	85% satisfaction	85% satisfaction	85% satisfaction	85% satisfaction

Data Source: Based on volunteer survey using online Survey Monkey tool following each set of Games.

Discussion

Providing volunteers with the knowledge and resources to prepare for and deliver large events is key to successful BC Games and to building community capacity to bid for and host future events. This performance measure ensures that volunteers feel they have been provided with useful information and support to help them develop skill, confidence, and competency with their tasks. As each set of games involve different groups of volunteers, this performance measure target is consistent from year to year.

[5] Self-governing organizations which provide member services and sport technical expertise to the sector.

Performance Measure 2: Coaches meet certification requirements

Performance Measure	2014/15 Actual (2014 BC Summer Games)	2015/16 Forecast (2016 BC Winter Games)	2016/17 Target (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)
Head coaches[1] are National Coaching Certification Program Level 2 certified	92% certified	80% certified	85% certified	80% certified	85% certified

Data Source: Information provided by provincial sport organizations and Coaching Association of Canada.

1. Only the head coach is required to meet BC Games certification standards.

Discussion

The selection of National Coaching Certification Program Level 2 as the standard for BC Games head coaches is consistent with the Canadian Sport for Life long-term athlete development model, which matches athlete and coach development to stages of growth from one level of competition to another. This measure not only contributes to raising the standard of the competitive experience for athletes participating at BC Games, but also provides various communities across B.C. with a legacy of competent, trained coaches. The higher target for the BC Summer Games reflects the fact that they have more team sports and each team has a large coaching complement. The 2014/15 certification level exceeded targets set for BC Summer Games. The 2016/17 and 2018/19 targets are set to recognize a new cohort of coaches progressing to BC Games competitions.

Performance Measure 3: BC Games alumni on Team BC

Performance Measure	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percentage of BC Games alumni on Team BC (Canada Games and Western Canada Summer Games)	57% of Team BC 2015 CWG were BC Games alumni	44% of Team BC 2015 WCSG were BC Games alumni	No games	50% of Team BC 2017 CSG Games are BC Games alumni	50% of Team BC 2019 CWG Games are BC Games alumni

Data Source: Comparison of Team BC registered athletes to BC Games past athlete data.

Discussion

Often the first multi-sport games experience for B.C. athletes and coaches, the BC Games are an important pathway to higher levels of competition. The percentage of alumni on Team BC – the provincial team competing at Canada Games and Western Canada Summer Games – indicates this progression. These targets are based on the cycles of these games (BC Games are held every two years; Canada Games and Western Canada Summer Games every four years). That is, based on these cycles, not all BC Games athletes will meet Canada Games age-eligibility criteria.

Performance Measure 4: BC Games legacies

Performance Measure	2014/15 Actual (2014 BC Summer Games)	2015/16 Forecast (2016 BC Winter Games)	2016/17 Target (2016 BC Summer Games)	2017/18 Target (2018 BC Winter Games)	2018/19 Target (2018 BC Summer Games)
# of volunteers	2,946 volunteers	2,300 volunteers	3,100 volunteers	2,300 volunteers	3,100 volunteers
$ investment in sport	$64,849 to sport	$60,000 to sport	$80,000 to sport	$60,000 to sport	$80,000 to sport
$ financial legacy	$75,871 legacy	$65,000 legacy	$75,000 legacy	$65,000 legacy	$75,000 legacy

Data Source: Volunteer figures from ViewTEAM software/financials obtained from audited financial statements for each community.

Discussion

The BC Winter Games and BC Summer Games take place on alternating fiscal years, and each varies from the other in terms of size and scope (e.g. number of participants, volunteers and budget). Accordingly, the legacies of the BC Winter Games vary from those of the BC Summer Games. Having a financial legacy contributes to increased capacity for communities to stage subsequent events, to new job skills for trained volunteers, and to the creation of new or enhanced sport opportunities.

Goal 2: Entrepreneurial Activities to Support Financial Sustainability and Program Enhancement

The BC Games Society will encourage fiscal sustainability and the enhancement of BC Games by increasing the level of non-government financial and in-kind support for the delivery of the BC Summer and BC Winter Games, as well as to communities hosting these events.

Recognizing the importance of leveraging government's investment in the BC Games, the Society continues to maintain and recruit corporate partners to support its activities. The Society's recent renewal with Global BC has resulted in a 50 per cent cost savings associated with the initial partnership. Renewals with existing partners continue to provide approximately $500,000 of cash and value-in-kind to the Society, much of which offsets or enhances its expenditures. The Society expects to generate one or two additional key partnerships over the term of this plan, and thus continue to leverage government's important investment. In addition, BC Games in 2016 and 2018 will see a rise in athlete registration fees to $175,[6] providing additional revenue toward Society operations.

Strategies

- Establish new, and maintain existing, corporate partners through the thorough delivery of contractual obligations and ongoing efforts to recruit and maintain corporate partners.
- Provide supportive documentation and provide expertise to host societies to recruit and develop local cash and value-in-kind support.

Performance Measure 5: Corporate partners providing cash / in-kind services

Performance Measure	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Jazz Aviation (Cash discount on charter air fare)	Complete two-year agreement $11,597 value	1st year of two-year agreement 5% off charter costs	Complete two-year agreement 5% off charter costs	1st year of two-year agreement 5% off charter costs	2nd year of two-year agreement 5% off charter costs
Global BC (Public Service Announcement ads, editorial value-in-kind)	4th year of four-year contract $218,261 value	1st year of four-year agreement $150,000 value[1]	2nd year of four-year agreement $150,000 value	3rd year of four-year agreement $150,000 value	4th year of four-year agreement $150,000 value
Black Press (ad value-in-kind)	4th year of four-year agreement $149,004 value	1st year of four-year agreement $150,000 value	2nd year of four-year agreement $150,000 value	3rd year of four-year agreement $150,000 value	4th year of four-year agreement $150,000 value
Coast Capital Savings	1st year of three-year agreement $60,000 value	2nd year of three-year agreement $60,000 value	3rd year of three-year agreement $60,000 value	1st year of three-year agreement (Value TBD)	2nd year of three-year agreement (Value TBD)

Data Source: values determined through contract and/or partner supplied values.

[1] The value-in-kind decrease was due to an agreed upon reduction in Public Service Announcement ads.

[6] This will be the first fee increase since 2008. The previous fee was $150.

Performance Measure 6: Cash and value in-kind support from local government and businesses

Performance Measure	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Cash and value in-kind (VIK) generated by host societies	$153,450 cash $621,000 VIK	$40,000 cash $300,000 VIK	$60,000 cash $500,000 VIK	$40,000 cash $300,000 VIK	$60,000 cash $500,000 VIK

Data Source: host community audited statements.

Discussion

Cash and in-kind contributions from corporate partnerships (performance measure 5) and local governments and businesses (performance measure 6) help to offset expenditures and supplement host society budgets. These two performance measures ensure that BC Games are delivered in a fiscally-responsible manner, and that high standards for event management and legacy development are maintained.

Financial Plan

Resource Summary Table

($m)	2014/15 Actual	2015/16 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget
Total Revenue ($000)					
Province of BC grant	2,013	2,013	2,013	2,013	2,013
Team BC grant	436	277	300	300	300
Corporate Partner income	60	60	60	60	60
Other revenue	827	738	520	350	520
Total	**3,336**	**3,088**	**2,893**	**2,723**	**2,893**
Total Expenses ($000)					
Grants	291	525	625	546	554
Games operations[1]	1,603	1199	874	783	935
Salaries and Benefits	723	855	869	869	869
Board expenses	12	10	9	9	9
Administration	365	332	344	344	354
Lease costs	170	167	172	172	172
Net Income	**172**	**0**	**0**	**0**	**0**
Total Liabilities	**454**	**0**	**0**	**0**	**0**
Accumulated Surpluses/Retained Earnings	**965**	**965**	**965**	**965**	**965**

[1] Includes Team BC operations.

Key Forecast Assumptions

Assumptions

The Society is assuming that during the period covered by this Service Plan, the BC Games Society will fund / plan / implement:

1. Penticton 2016 BC Winter Games
2. Abbotsford 2016 BC Summer Games
3. Coquitlam 2016 55+ BC Games
4. Team BC operations for the Winnipeg 2017 Canada Summer Games
5. Vernon 2017 55+ BC Games
6. Kamloops 2018 BC Winter Games
7. Cowichan Valley 2018 BC Summer Games
8. Cranbrook 2018 55+ BC Games
9. Team BC operations for the Red Deer 2019 Canada Winter Games
10. Kelowna 2019 55+ BC Games
11. 2020 BC Winter Games – location TBD

Forecast Risks and Sensitivities

- Increasing and new cost pressures continue to move the Society to initiate cost saving measures through technology and/or policy.
- Revenue from BC Seniors Games Society service agreement does not meet Society's ongoing operating costs to provide event management services to 55+ BC Games.
- Corporate and business recruitment remain a priority to support the Host Communities and the BC Games Society.
- Staff continues to work above expected norms.

Management Perspective on Future Financial Outlook

Risks	Plans for Mitigation
Third parties who have historically contributed through value-in-kind or cost reduction are now charging for these services (e.g. warehouse space, local bussing). This increases costs to host societies that cannot be accommodated through the Province's host community grant and is challenging local fundraising efforts.	A review of current grant allocations to BC Winter and BC Summer Games is underway and the Society is working closely with each host community to guide their budget and local fundraising.
The BC Games Society relies on third-party (provincial sport organizations) selection and training of athletes, coaches and officials. These activities are not always aligned or consistent with the BC Games policies and practices.	Through ongoing, consistent dialogue and written agreements with each of the provincial sport organizations (PSOs), the Society works to ensure the policies and practices associated with games participation are carried out by the sport, by BC Games staff and volunteers.

Management Perspective on Future Financial Outlook, cont.d

Risks	Plans for Mitigation
The Canadian Sport for Life's long-term athlete development (LTAD) continuum sets out BC Games and Team BC competitions as important milestones for athletes. If PSOs do not value the games as opportunities for their athletes, coaches and officials to develop and participate then the ability to achieve these milestones is impacted.	The Society continually works with PSOs to ensure they maximize opportunities for athletes, coaches and officials as they relate to games and Team BC readiness and competitions.
In all instances of the BC Games Society's involvement, there is an underlying faith that municipalities wish to host the games. This faith may be challenged during times of economic downtown, competing demand on resources (e.g. volunteers or other hosting efforts) and/or other priorities.	The Society continues to market the opportunities associated with hosting.
Performance measures and targets are impacted by the varying levels of skills and experience volunteers bring to the games.	Constant revision of the Society's transfer of knowledge program and related policies provide volunteers with skills and experience; as well, event managers are available to provide additional guidance in areas that need special attention.
Responsibility for the policies and procedures of the 55+ BC Games lies with the BC Seniors Games Society. BC Games Society is responsible for the technical delivery but holds no authority on the Board's policy direction and decisions.	Through Society leadership, the creation of a renewed partnership agreement for 2016/2017 will clearly outline roles and responsibilities for the delivery of the 55+ BC Games.
The management fee paid by the BC Seniors Games Society is not commensurate with the level of our obligations. The Society continues to deliver full services with this fee, but experiences a shortfall in service to other areas.	Changes to the delivery model of event management services and the creation of a 55+ BC Games paid position[7] are expected to reduce Society costs associated with the delivery of these games.

[7] The position was created and funded by the BC Seniors Games Society and is anticipated to begin in the 2016/17 fiscal year.

Appendix A:

Hyperlinks to Additional Information

Corporate Governance

For complete information on the BC Games Society's governance structure, Board information, and related documentation, please visit:
http://www.bcgames.org/AboutUs.aspx and click on any of the topics in the drop down box.

This section meets the standards as set by section 3 of the Best Practice Guidelines for Governing Boards of B.C. Public Sector Organizations.

Organizational Overview

For more information on the BC Games Society, please visit:
http://www.bcgames.org/AboutUs.aspx and scroll down the page.